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Second country cooperation framework for Bhutan (2002-2006)

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Introduction

1. The second country cooperation framework (CCF) for Bhutan, covering the period 2002-2006, reflects development priorities as defined by the Royal Government and the United Nations system. The CCF builds on the Strategic Results Framework (SRF), which outlines the goals and outcomes of UNDP assistance in Bhutan. Several other national documents prepared with UNDP support have guided this CCF, including the recommendations of the first country review mission; the first national human development report (NHDR); the first Common Country Assessment (CCA); "Bhutan 2020: A Vision for Peace, Prosperity and Happiness"; and the background document for the seventh round-table meeting, held in Bhutan in November 2000. The CCF document has been formulated in close partnership with the Royal Government, donors, United Nations system organizations and other interested stakeholders.

I. Development situation from a sustainable human development perspective

2. The distinctly Bhutanese concept of maximizing Gross National Happiness (GNH) is the guiding principle for all development efforts. GNH places the individual at the centre of development and recognizes that individuals have material, spiritual and emotional needs. The process of steering Bhutan towards GNH is concentrated in five priority areas: human development; governance; balanced and equitable development; culture and heritage; and environmental conservation.

3. Bhutan's economy remains essentially agrarian, with more than 79 per cent of the people dependent on agriculture and livestock rearing. Agriculture, horticulture, livestock and forestry contribute about 35 per cent of the gross domestic product (GDP). However, the share of agriculture in GDP has been declining in recent years due to increased diversification of the economy, including sale of hydropower. Other key sectors are construction, transport and communications, and electricity, each constituting about 11 per cent of GDP. More effective integration of the agricultural sector into the market economy is a high priority in Bhutan. Limited arable land seriously constrains the potential for cultivation. Increased production will therefore have to be achieved through more intensive use of existing land. Due to small and fragmented land holdings and difficult terrain, labour input per unit area is generally high in Bhutan. Losses from wildlife and post-harvest damage are also estimated at 30 to 40 per cent of agricultural output. The comparative advantage of Bhutan lies in production of low-volume and high-value-added products, including mushrooms, essential oils and medicinal plants. The productivity of farmers, however, depends on their ability to recognize price signals, which, in turn, relies on more efficient access to information, transport, infrastructure and agricultural inputs. In particular, the poor road infrastructure has led to high transaction costs and has discouraged farmers in Bhutan from shifting from subsistence farming to production for the domestic and export markets.

4. In 2000, Bhutan ranked 142 among 174 countries on the human development index (HDI). According to the first NHDR published in 2000, the GDP per capita in 1998 was $1,534. Poverty is nonetheless a reality and access to social services needs to be expanded to vulnerable groups, particularly in rural areas, where strong family ties have traditionally provided a social safety net. Lack of accurate baseline information on the prevalence of poverty in the country has also hampered the targeting of support to the most needy. Rapid urbanization is demanding greater emphasis on employment generation and the creation of social security schemes to address growing poverty in urban areas.

5. The Royal Government actively promotes popular participation in development and the gradual transfer of power to lower echelons through its decentralization policy. More needs to be done, however, to ensure uniform application of decentralization principles at the *dzongkhag* (district) and *geog* ("block" or lowest) levels, including enhanced capacity-building and human resources development. Continued strengthening of decision-making and planning capacity of the *Geog Yargye Tshogchung* (Block Development Committee) is a strategic entry point for the strengthening of local governance. Bhutan has ratified the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women. The Royal Government has promoted the application of good governance principles as the primary means to achieve GNH.

While Bhutan allows no overt gender discrimination -- social, economic, political or legal -- gender gaps, although steadily decreasing, do exist, particularly in education, literacy, employment and decision-making.

6. The population growth of 3.1 per cent per year has a direct impact on employment opportunities and the provision of education and health care. In 1998, the life expectancy at birth was estimated 66 years, the adult literacy rate at 54 per cent, and the combined gross enrolment ratio for first, second and third levels at 44 per cent. At the present growth rate, the population density in Bhutan could double by the year 2018 and reach 300 persons per square kilometre of arable land, which would seriously impair the country's prospects of achieving its goal of sustainable development.

7. Bhutan is unusually rich in biological diversity, resulting from its unique geographical location, and the Royal Government is committed to the policy of sustainable development, keeping the stock of natural capital at least constant. While the environment is largely intact, there is a need to reduce the extraction rates of fuel wood, timber and other forest products, and the progressive removal of vegetation cover is beginning to affect the hydrological balance. In addition, clean alternative energy must be promoted among urban and rural dwellers alike, particularly by tapping further into the country's hydropower potential.

8. The private sector, which accounts for about 5.2 per cent of the workforce, faces numerous obstacles, including absence of entrepreneurial culture; lack of appropriate legal and regulatory frameworks; shortage of skilled manpower; high collateral requirements of financial institutions; high interest rates; uneven product quality; and lack of marketing skills. More attention must be paid to the development of an efficient financial system, capable of facilitating and catalysing economic activity, investment and national savings.

9. The introduction of the Internet in June 1999 has greatly fueled interest in information and communication technology (ICT). Widespread knowledge of English, a good telecommunications infrastructure, a relatively well-educated population and supportive policies, including a national ICT master plan, have contributed to this surging interest in ICT. In 1999, all 20 *dzongkhags* were connected to digital communications technology. The launching of a Bhutanese TV network was another landmark event.

10. As Bhutan gradually integrates into the world economy, it is confronted with the challenge of balancing modern and traditional values. All segments of society are affected by this transition, particularly children and youth. Concerns are rising about youth without gainful employment migrating to the cities, where substance abuse and juvenile crime are growing. Sexually transmitted diseases, including HIV/AIDS, endanger Bhutanese youth, although to date only nine HIV cases have been reported nationwide.

II. Results and lessons of past cooperation

11. UNDP has provided major support to the Royal Government at the macro level in the development of policy, legal and institutional frameworks to promote pro-poor concerns, develop the ICT sector, protect the environment and integrate international human rights principles into national law. These efforts have strengthened recognition of the concept of poverty in the political context and helped place ICT in the forefront of national development priorities.

12. Progress has been observed in all programme areas, and UNDP has strengthened its partnership with the Royal Government at both central and local levels by adapting its assistance to the changing political environment and new opportunities. National execution has also strengthened local ownership and promoted effectiveness and sustainability of development cooperation.

13. Recent examples of successful UNDP assistance include providing catalytic support to the Royal Government's efforts to improve the separation of the judicial, legislative and executive arms of the State, including restructuring of the civil service; further strengthening the legal system and the rule of law; supporting

ICT, including the establishment of DrukNet, the only Internet service provider in Bhutan; and building capacity of the Royal Audit Authority.

14. UNDP has also played a key role in the development of Bhutan's decentralization policy by strengthening policy analysis and implementation capacity of key institutions at the central and local levels. National commitment to the principles of devolution of development planning and implementation has enhanced the prospects for sustaining political and financial decentralization. At the grass-roots levels, in partnership with the United Nations Capital Development Fund (UNCDF) and Global Environment Facility (GEF), UNDP has helped enhance people's knowledge of and participation in the management of the environment through awareness-raising, capacity-building and community-managed projects and activities.

15. The Royal Government's Aid Coordination Section has been upgraded, through strategic support, into a full-fledged Department for Aid Coordination and Debt Management, which successfully organized the round-table meeting in Thimphu in November 2000, the first such meeting in a least developed country.

16. The country review carried out in May 2000 concluded that the three focus areas of governance, sustainable livelihoods and environment remain relevant and of critical importance for sustainable human development in Bhutan. The review reiterated the comparative advantage of UNDP in the area of governance, in particular in policy and decentralization support, institutional capacity and human resources development.

17. A key lesson is that much work is needed to establish baselines and to identify SMART (Specific, Measurable, Attainable, Relevant and Trackable) indicators that will allow for results-oriented monitoring and evaluation over the next CCF period. A key priority therefore, will be to support the Royal Government in gathering more information and analysing the various dimensions of poverty. This will provide a solid basis for monitoring progress and engaging in more empirically based policy and strategy consultations. It will, in addition, provide a baseline for benchmarking institutional performance and identifying feasible strategies.

18. To further strengthen results orientation, focus and synergy, the number of projects will be decreased. Support to the urban management and human settlements sector will be discontinued. Assistance to the development of the High Court's capacity will be phased out and replaced by support to the development of legal and regulatory frameworks of direct relevance to the five areas of support. Assistance to horticulture development, national park management and research in renewable natural resources will be phased out, and increased attention will be paid to the development of a private sector development framework that will support rural income-generating activities.

19. The five strategic areas of support will be addressed, through a participatory programme approach, in five interlinked programmes. This approach will enable UNDP to safeguard its ability to support the Royal Government in emerging development issues, using a combination of up-stream policy support and down-stream rural activities. The SRF and the results-oriented annual report (ROAR) will be used to monitor progress and to ensure that activities are effectively synchronized to promote synergy and efficient use of UNDP resources. Government and UNDP staff competency in programme design, implementation and results-based management will be further strengthened through training and promotion of national ownership of the country programme.

III. Objectives, programme areas and expected results

A. Programme objectives and strategy

20. The November 2000 round-table meeting concluded that UNDP should continue to focus on capacity development within the areas of governance, sustainable livelihoods and environment. Capacity development, in this context, is broadly defined as human resources and institutional development, and strengthening of key societal institutions.

21. Building on the achievements and lessons learned during the first CCF, and reflecting the recommendations of various strategic documents, such as "Bhutan 2020: Vision for Peace, Prosperity and Happiness", the first CCA and the draft United Nations Development Assistance Framework (UNDAF), UNDP will concentrate its efforts during the second CCF period in creating an enabling environment for alleviation of human poverty. Hence, this CCF adopts a pro-poor programme strategy which focuses on tackling those structures in the Bhutanese society that constrain development and cause poverty. This entails a capacity and institutional development approach, aimed at local empowerment, the development of institutions in which the poor are represented and the creation of structures that will give the poor access to resources and the ability to manage them in a sustainable manner.

22. UNDP assistance will be designed around five sub-objectives: (a) increasing social cohesion based on participatory local governance and stronger local communities and institutions; (b) improving the efficiency and accountability of the public sector; (c) expanding and protecting the asset base of the poor; (d) strengthening environmental management and energy development to improve the livelihoods and security of the poor; and (e) promoting gender equality in the decision-making process at all levels.

23. These sub-objectives, together with the overarching objective and strategic areas of support, will constitute the poverty reduction framework for the country programme. Improved geographical focus in the design and implementation of programme activities, reflecting development priorities outlined in the Ninth Five-Year Plan, will promote operational linkages and synergy among the five areas of support. The operational strategy emerging from the SRF and signed programme documents will also define performance indicators and milestones to enable the country office to measure progress towards the achievement of the overall objective.

24. Gender mainstreaming will be pursued in all relevant activities, and UNDP will support the Royal Government in implementing its commitments related to the Convention on the Elimination of All Forms of Discrimination against Women.

25. Responding to recent developments and reflecting lessons learned from ongoing assistance, the second CCF will support the following: (a) emphasis on broadening partnerships with development stakeholders; (b) greater flexibility to address emerging development issues, including humanitarian assistance relating to national disasters and human security; (c) adoption of results-based management tools and indicators; (d) enhanced programme focus; and (e) improved targeting of programme activities in rural and local communities.

26. Programmatic and operational synergy among United Nations agencies and related entities will be further deepened through enhanced United Nations system coordination and collaboration, particularly in the area of decentralization, with the objective of developing a multi-agency programme to support national efforts. UNDP will continue to promote technical cooperation through the use of United Nations Volunteer (UNV) specialists, particularly in the area of institutional and human resources development, with special emphasis on the ICT sector. UNDP will also provide support to facilitate and complement the work of the United Nations Population Fund (UNFPA) and World Health Organization (WHO) in the field of HIV/AIDS.

27. As a trusted development partner of the Royal Government, UNDP will further strengthen its knowledge-based advisory services to key partners and provide easy access to information on comparative experiences and "best practices" in priority areas. The NHDR will serve as an important vehicle for in-depth analysis of key development issues and policy options, including assessment of progress made in the implementation of the country programme, based on situational indicators developed through the CCA.

28. Core resources of UNDP will be used primarily to build human, social and economic capital in Bhutan. Support for the development and implementation of national strategies to improve the sustainable management and use of natural resources will be funded primarily through the GEF, its Small Grants Programme, Capacity 21, and the mobilization of other UNDP trust funds and non-core resources.

B. Strategic areas of support

29. The Royal Government and UNDP have identified five strategic areas of support that are closely linked to the five sub-objectives. The promotion of gender equity and improved access to, and use of, ICT will be integrated into all relevant programme activities. The following sections provide a brief summary of the five respective strategic areas of support.

Decentralization and local participation

30. Building on the experiences from the pilot project in decentralization, UNDP will continue its support to the development of legal, policy and institutional frameworks, including rules and regulations to facilitate effective implementation of the national decentralization policy. The planning capacity of *geogs* will be enhanced through training and capacity-building in participatory development, facilitation techniques, administrative and financial management and implementation skills. The *geog* planning process will serve as an important vehicle for prioritizing local initiatives for block grant funding from the ongoing UNCDF *geog* development facilitating activities. The capacity of *dzongkhag* administrations will be improved through institutional strengthening in such areas as information management systems and use of ICT, planning, accounting, budgeting, monitoring and development administration. Key partners are UNV, the Netherlands Development Assistance/Netherlands Development Organization (SNV/NEDA) and the Swiss Association for International Cooperation (Helvetas).

31. The expected results in this area of support are: legal, policy and institutional frameworks defining decentralized allocation of functional and decision-making responsibilities between the centre, *dzongkhags* and *geogs*; planning, administrative, financial and implementation responsibilities transferred from the centre to the *dzongkhags* and *geogs,* per approved frameworks; the capacity of *dzongkhag* and *geog* administrations to apply participatory approaches and to plan, manage and implement development activities strengthened in collaboration with UNCDF and other partners; a United Nations system-wide decentralization programme developed and implemented to support national plans and to strengthen local institutions; and effective use of ICT and information management systems by *dzongkhag* administrations in development planning, accounting, budgeting and monitoring. UNDP will function as a resource centre in the areas of governance and decentralization, with particular emphasis on capacity and institutional development.

Efficiency and accountability in the civil service

32. Building on the results of the last CCF regarding development of a human resource base and associated management skills, UNDP will embark on a new phase aimed at assisting the Royal Civil Service Commission (RCSC) in moving towards a performance-based system. The process includes the development and implementation of new systems for job classification, recruitment, selection and performance appraisal. Women will be encouraged to join the civil service and their career development will be supported. In view of the increasing diversification of the economy and developments in the private sector, UNDP will also provide technical assistance to RCSC and the National Employment Board in the formulation of a new National Human Resources Management Plan, covering for the first time both the public and private sectors. Technical assistance in the area of ICT will be provided to key agencies to strengthen communications, improve efficiency and enhance the access of citizens to public information. The capacity of the Division of Information Technology (DIT) to implement national ICT strategies will be strengthened through technical support. A Planning Information Network will be established and analytical tools developed at the Planning Commission for integrated development planning and monitoring. The capacity of the Department of Aid and Debt Management (DADM) and the Ministry of Foreign Affairs will be enhanced through staff training, support to the organization

of donor coordination meetings and development of more effective information management systems. Catalytic assistance will be provided to build institutional and human resources capacity of oversight institutions in legal affairs. Similarly, the technical capacity of the Royal Audit Authority will be strengthened, including appropriate support following enactment of the Auditor General Act. Key partners include the Danish International Development Agency (DANIDA) and the Asian Development Bank.

33. The expected results in this strategic area of support are: improved quality of public audits; higher service standards in the public sector; greater accountability of the executive branch; more strategic human resources management and planning in the public sector; enhanced productivity of institutions in the executive, legislative and judiciary branches due to effective application of ICT; legal, policy and institutional frameworks to promote the growth of the ICT sector; more advanced information management systems for aid coordination and debt management; and increased gender-sensitivity in the formulation of plans and strategies in the civil service.

Access to, and utilization of, information and communication technologies

34. Following its support to the preparation of a National ICT Master Plan, UNDP will support DIT in activities further strengthening ICT institutional frameworks, including the drafting of an Access to Information Act. In partnership with key government agencies, *dzongkhag* administrations, the private sector and other relevant actors, UNDP will also facilitate improved access of the public to knowledge and information through catalytic support to establishment of online facilities in public venues at the *dzongkhag* level (post offices, *dzongkhag* administrations, high schools, extension offices and hospitals). In particular, the country programme will expand access of high school students to knowledge and information. The selection of initiatives to be supported will be undertaken in close consultation with concerned stakeholders, such as DIT, the Department of Education, relevant *dzongkhag* administrations and other key entities. Teacher training and capacity-building of staff in participating organizations will be important activities. UNDP will also explore the feasibility of expanding opportunities for distance learning and measures to encourage women to make use of ICT. To promote enhanced employment opportunities in the private sector, UNDP will support the development of an online employment information system to facilitate job placement and counselling services. Key partners include UNV, the United Nations Children's Fund (UNICEF), Japan International Cooperation Agency (JICA), Japan Trust Fund, DANIDA and the Arab Gulf Programme for the United Nations Development Organizations (AGFUND).

35. The expected results in this area of support are: improved public access to knowledge and information; more effective coordination of production and marketing in the agricultural sector in selected *geogs;* enhanced information technology skills of graduates in selected high schools; better public access to information on employment opportunities in the private sector; and greater opportunities for women and men in rural areas to pursue distance learning.

Policy, legal and regulatory reform to support private sector development

36. Legal, policy and institutional frameworks will be developed to promote the creation of the enterprise sector, including cooperatives and business incubators. A participatory capacity assessment of the Bhutan Chamber of Commerce and Industry will be conducted as a preliminary stage in UNDP support to capacity-building in general, and in efforts to increase membership participation, transparency and accountability. Quality standards for the production, marketing and export of selected agricultural and horticultural products will be developed to enhance income generation potential of farmers. Production and marketing capacity of selected handicraft, agriculture and horticulture producers will be improved through better links with domestic and export markets. Post-harvest and marketing infrastructure for agriculture and horticulture will be strengthened, including the development of standardized packing and grading guidelines. Studies will be undertaken to promote the marketing and export of low-volume and high-value-added products. Improved agricultural and horticultural

skills will be taught among the rural poor and in selected urban centres. Farmers and rural business persons will be linked to the UNCDF-supported micro-credit programme of the Bhutan Development Financing Corporation, and UNDP will support the development of appropriate legal and regulatory frameworks for credit markets. A venture capital fund will be created in partnership with the Ministry of Trade and Industry to help catalyse the formation of small enterprises, business incubators, dairy and poultry cooperatives and farmers' associations, including supporting entrepreneurial skills training. The National Employment Board will be assisted in the formulation of labour and employment regulations, including an occupational dictionary. The key partners in this area of support are UNCDF, the United Nations Industrial Development Organization and the European Union.

37. The expected results in this area of support are: legal, policy and institutional frameworks to promote the development of the enterprise sector as a whole, particularly small industries and eco-tourism. This will include laws pertaining to copyright, foreign direct investment, contracts, industrial policy, sale of commercial goods and cottage and small-scale industries. Results also include legal, policy and institutional frameworks to further strengthen the development of credit markets; establishment of new small-scale enterprises, cooperatives and business incubators; greater employment opportunities in the private sector, particularly for women, in both rural and urban areas; increased exports of low-volume and high-value-added agricultural and horticultural products; improved access of entrepreneurs and farmers to micro-credit and venture capital; and more effective functioning of institutions that promote the growth of the private sector.

Institutional framework for sustainable environmental management and energy development

38. Legal, policy and institutional frameworks and plans will be developed for the protection of the environment, including fulfilment of national commitments to international environmental conventions and the promotion of eco-tourism in selected protected areas. UNDP, in partnership with GEF-funded programmes, will facilitate the establishment of local committees at the *geog* level to foster the development and implementation of pilot community-based natural resource management plans. Community-based construction of mini- and micro-hydropower schemes and efforts to utilize other sustainable energy sources will be supported in remote areas to reduce encroachment on forests. Community empowerment through income-generating activities will be promoted by enhanced access to information, venture capital and skills development. Key partners in this area include GEF, its Small Grants Programme, Capacity 21, DANIDA and the European Union.

39. The expected results in this strategic area of support are: legal, policy and institutional frameworks for the protection of the environment; eco-tourism plans for designated protected areas; increased income of rural farmers in selected areas; and community-based natural resources management plans in selected areas.

IV. Management arrangements

40. *Programme management.* Declining core resources require increased focus and more systematic design of projects within a coherent programme framework, better linkages and synergy, and effective application of results-based management tools and indicators. The second CCF commits UNDP to the UNDAF that is being developed in close cooperation with UNICEF, the World Food Programme (WFP), WHO, Food and Agriculture Organization of the United Nations, UNFPA and UNV. National execution is the preferred method of project execution, and the Royal Government will develop a multi-donor national execution manual, to create a coherent and streamlined management system and unified reporting procedures that satisfy the basic requirements of most development partners. UNDP has both the mandate and the responsibility to continue its support to integrate national execution training into all its programmes and projects. Together with DADM, UNDP will develop a national execution support project that addresses the basic management skills required by national project managers and accountants.

41. *Monitoring, review and reporting.* The SRF, ROAR and country office management plan will serve as the primary instruments for planning, implementation, monitoring, review and reporting. NHDRs, prepared every second year, will monitor progress against overall development objectives of the country programme, including situation indicators. All programmes and projects will be subject to standard UNDP monitoring and evaluation procedures (progress and technical reports, in-depth evaluations, tripartite reviews and field visits). United Nations agencies, donors and stakeholder organizations will be invited to participate to facilitate inter-agency coordination and integrated implementation of the UNDP country programme.

42. *Coordination and networking.* The existing system of coordination among United Nations agencies will be expanded to provide more effective support to national programmes, particularly in the area of good governance and decentralization. UNDP will further strengthen its networking with the Royal Government, non-governmental actors, the private sector, United Nations agencies and other donor organizations, to foster improved coordination and sharing of knowledge and lessons learned. This work will be further enhanced by an on-line Internet version of the joint donor coordination database, which contains annually updated data on all donor-supported activities in Bhutan. UNDP will continue to host and facilitate monthly donor coordination meetings aimed at increased information and experience sharing. Similarly, links with the UNDP South and West Asia Subregional Resource Facility, based in Kathmandu, Nepal, will be strengthened through information exchange, sharing of comparative experiences and best practices, and requests for expert referrals and technical backstopping.

43. *Resource mobilization.* UNDP core resources will be used increasingly as seed funds to leverage cost-sharing. The mobilization of non-core resources is therefore of utmost importance. As recommended by the round-table meeting, UNDP will continue to provide catalytic support to the Royal Government in the area of aid coordination. The Royal Government and UNDP will also collaborate more regularly with regional programmes to increase networking and knowledge sharing in areas of particular interest, including private sector development, ICT and environmental conservation. In addition, the Royal Government and UNDP will make efforts to increase non-core resources by 25 per cent by the end of the second CCF period.

44. *Strategic partnerships.* UNDP has a history of solid collaboration with other donors and national stakeholders, and has established a good partner network based on respect, mutual interest and trust. On the grounds of efficiency and effectiveness, these partnerships will be taken to a new level of cooperation, including joint programming and implementation. UNDP will strive to improve cooperation among development partners and move towards true and lasting arrangements with those donors where there is a firm basis of common interest and concrete cooperation opportunities. To facilitate the development of such partnerships, UNDP will engage in a more strategic policy dialogue and apply an inclusive and participatory approach to the development and design of new activities, allowing for much closer and more concrete agreements. The first challenge in this field will be the development of a national decentralization support programme, in close partnership with such relevant United Nations agencies as UNCDF, UNICEF and WFP, and with other interested donors, e.g., SNV/NEDA and Helvetas.

45. *Advocacy and media strategy.* UNDP will continue its active role in the area of public information, including support to convening regular United Nations forums in Bhutan and to the operation of United Nations Radio. The focus of these activities will be on raising awareness and encouraging national follow-up to international conventions and conferences. Dissemination of successful project experiences and lessons learned will also be enhanced. All programmes will be linked with the media to ensure wide dissemination of relevant information to stakeholders.

46. *Knowledge management.* As a trusted partner of the Royal Government and as an emerging knowledge-based advisory organization, UNDP will document successful project experiences and lessons learned with the view of sharing such knowledge with government counterparts, UNDP country offices, and other relevant stakeholders, such as the Subregional Resource Facility system of UNDP. Towards this objective, the policy advisory capacities of the UNDP office will be further strengthened through improved networking. Similarly, the expertise of resident and long-term UNV specialists and consultants will be more effectively utilized through the preparation of issue papers and other policy-related documents.

Annex

Resource mobilization target table for Bhutan (2002-2006)

Source	*Amount (In thousands of United States dollars)*	*Comments*
UNDP regular resources		
Estimated carry-over	531	Includes AOS.
TRAC 1.1.1	4 552	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
SPPD/STS	229	Estimated at 5 per cent of the TRAC 1.1.1 allocation
Subtotal	**5 312***	
UNDP other resources		
Government cost-sharing		
Sustainable development funds	7 500	
of which:		
GEF	7 500	
Third party cost-sharing	3 560	
Norway	2 000	
SDC/Helvetas	650	
SNV/NEDA	350	
AusAid	250	
Sweden	160	
AGFUND	150	
Funds, trust funds and other	7 700	
of which:		
Japan Trust Fund	1 200	
UNDCF	6 500	
Subtotal	**18 760**	
Grand total	**24 072***	

*Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: AOS = administrative and operational services; GEF = Global Environment Facility; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core; UNDCF = United Nations Capital Development Fund; AGFUND = Arab Gulf Programme for the United Nations Development Organizations; AusAid = Australian Agency for International Development; SNV/NEDA = Netherlands Development Organization/Netherlands Development Assistance; SDC/Helvetas = Swiss Development Corporation/Swiss Association for International Cooperation.